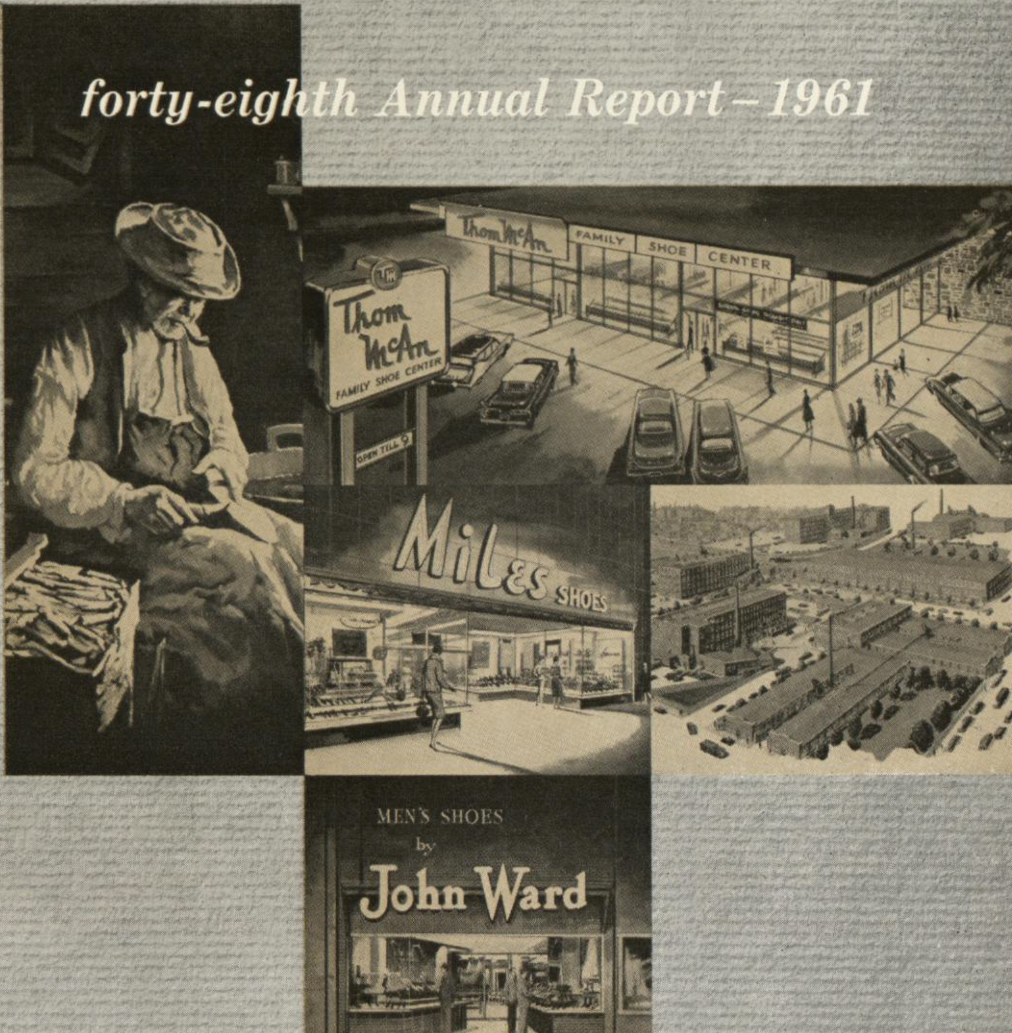
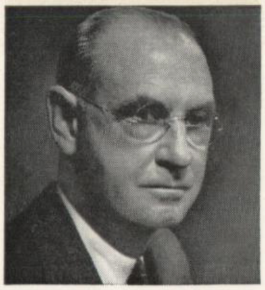
MELVILLE
SHOE CORPORATION

CLEVELAND PUBLIC LIBRARY
BUSINESS INF. BUR.
CORPORATION FILE

forty-eighth Annual Report – 1961


Thom McAn
FAMILY SHOE CENTER
Thom McAn
FAMILY SHOE CENTER
OPEN TILL 9
Miles SHOES
MEN'S SHOES
by
John Ward

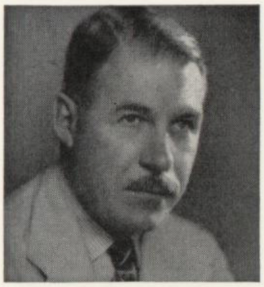
DIRECTORS

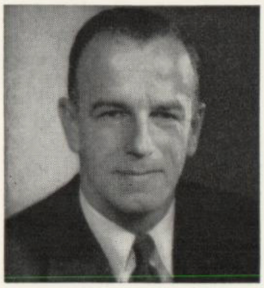

Ward Melville

Robert C. Erb

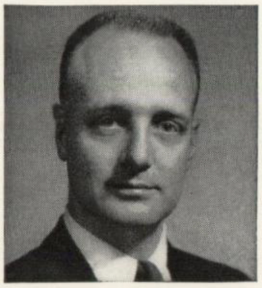
Frederic Attwood

Lester R. Fallon


Joel E. Fisher


Francis H. Gleason

David W. Herrmann

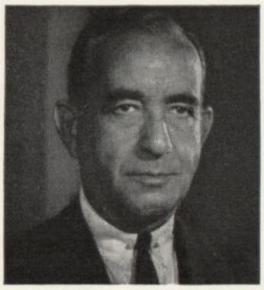

David B. Melville

Joseph L. Merrill

Spencer D. Oettinger

Seward M. Paterson

Francis C. Rooney, Jr.


Murray M. Rosenberg

J. Brent Wells

Directors:

WARD MELVILLE, ***Chairman***
FREDERIC ATTWOOD
ROBERT C. ERB
LESTER R. FALLON
JOEL E. FISHER
FRANCIS H. GLEASON
DAVID W. HERRMANN
DAVID B. MELVILLE
JOSEPH L. MERRILL
SPENCER D. OETTINGER
SEWARD M. PATERSON
FRANCIS C. ROONEY, JR.
MURRAY M. ROSENBERG
J. BRENT WELLS

Executive Committee:

MURRAY M. ROSENBERG, ***Chairman***
FREDERIC ATTWOOD
ROBERT C. ERB
FRANCIS H. GLEASON
DAVID W. HERRMANN
WARD MELVILLE
JOSEPH L. MERRILL

Finance Committee:

JOSEPH L. MERRILL, ***Chairman***
ROBERT C. ERB
DAVID W. HERRMANN
WARD MELVILLE
MURRAY M. ROSENBERG

Officers:

WARD MELVILLE, ***Chairman of the Board***
ROBERT C. ERB, ***President***
DAVID W. HERRMANN, ***Executive Vice-President***
- ***Vice Presidents***

FRANCIS H. GLEASON
SPENCER D. OETTINGER
FRANCIS C. ROONEY, JR.
J. BRENT WELLS

FELIX P. JURASKA, ***Controller***
H. ALBERT BRODIN, ***Treasurer & Assistant Secretary***
DAVID B. MELVILLE, ***Secretary***
FRANK SOKOL, ***Assistant Treasurer***
- ***Assistant Secretaries***

BERTHA K. SMITH
HAROLD R. WICKHAM

Counsel: DAVIS POLK WARDWELL SUNDERLAND & KIENDL
Auditors: PEAT, MARWICK, MITCHELL & CO.
Financial Advisor: GEORGE J. LENESS
Transfer Agent: IRVING TRUST COMPANY, **1 Wall Street, N. Y. 15, N. Y.**
Registrar: FIRST NATIONAL CITY BANK. **55 Wall Street, N. Y. 15, N. Y.**

MSC

March 16, 1962

To the Shareholders of Melville Shoe Corporation:

In addition to highlights of the comparative operating results of the company for the years 1961 and 1960 on the overleaf, more detailed financial information follows immediately after a brief description of the company and its various subsidiaries.

Melville Shoe Corporation and subsidiaries showed yet another year of increased net sales, thus marking the seventh successive year in which volume was the highest in their history. In 1961, store sales and net sales registered gains over 1960 of 2.7% and 2.6% respectively. Common stock earnings for 1961 were $1.74 per share, a decrease of 9.3% as compared to 1960. The shoe industry in 1961 was squeezed through a highly competitive price situation and a lower than normal retail demand in the face of rising costs of raw materials, labor and distribution. The widely predicted upswing in consumer demand did not occur until the final quarter of the year. The trend changed favorably particularly during November and December and has continued to date in 1962.

During 1961 large-volume stores were opened in regional shopping centers and on the roadside and a number of lesser-volume stores were closed while a sizeable group of long-established stores were improved and modernized. Great progress was made in the rapid development of leased family shoe departments in discount department stores.

The Blue Ridge Shoe Company Division of Melville Shoe Corporation located in Wilkesboro, North Carolina, came into being in late 1961. This is an important addition to our manufacturing facilities.

Regular quarterly dividends on the common stock were paid at 40 cents per share. Dividends have been paid on the common stock consecutively for 46 years. Regular quarterly dividends were paid on the two classes of preferred stock.

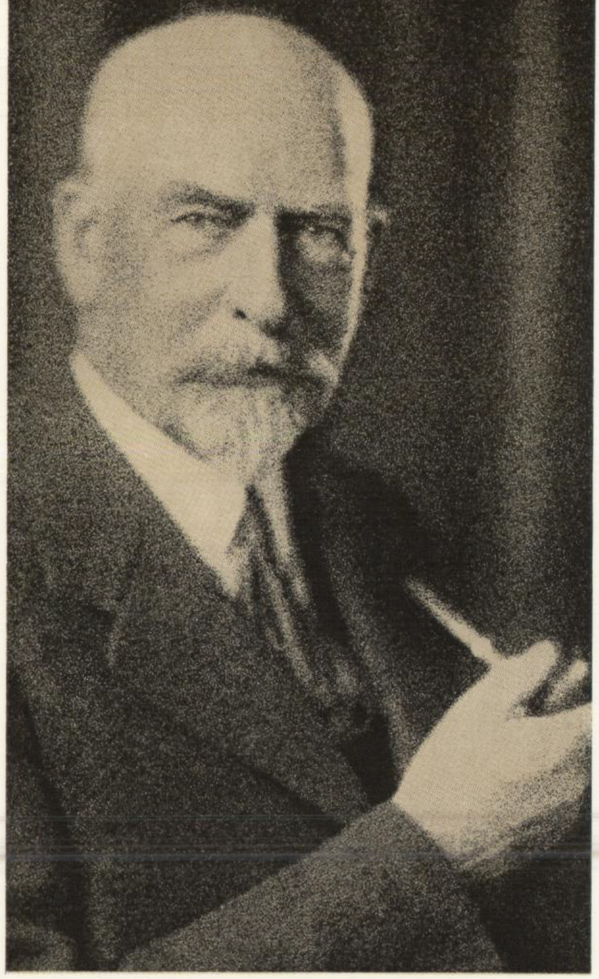
We hope that shareholders will continue to visit the stores across the country, and in Puerto Rico and Hawaii, and that they will continue to send in their suggestions, for which we are most grateful and which help us appreciably to serve customers better. Sincere thanks and appreciation go to our coworkers in all parts of the Corporation and its subsidiaries for their continued loyalty, efforts and enthusiasm.

Respectfully submitted,

Ward Melville
CHAIRMAN OF THE BOARD

Robert C Erb
PRESIDENT

Annual Meeting of Shareholders will be held at the Executive Offices in New York on April 10, 1962.



Frank Melville, Jr. — Founder — 1860-1935

From 1892 to 1962

. . . a Brief Review

Melville Shoe Corporation, established 69 years ago and one of the largest integrated shoe retailing-manufacturing organizations in the United States, operates eleven factories, three principal warehouses and, with its subsidiaries, 1165 stores and 47 leased departments located in 45 states, the District of Columbia and the Commonwealth of Puerto Rico. Factories are operated in New Hampshire, Massachusetts and North Carolina, and distribution centers and warehouses in Massachusetts, New Jersey and New York.

A brief history of the company shows that in 1896 the John Ward chain was started, and 1922 saw the first Thom McAn store. In 1939, the J. F. McElwain Company was merged into Melville after 17 years of close co-operation, and Miles Shoes, which had been founded by Murray M. Rosenberg in 1917, was integrated with Melville in 1952. The newest division, the Blue Ridge Shoe Company, was formally dedicated in December, 1961. In order to produce types of footwear not manufactured in the ten New England factories of the McElwain division, Melville established this new division in Wilkesboro, North Carolina. Designed and started up by the J. F. McElwain division, the new plant utilizes the latest in flexible production methods and machinery.

Heretofore, for many years, Melville has been concentrating on the improvement and strengthening of the retail chains in relation to competitors. The Blue Ridge Shoe Company manufacturing facility will contribute to efficiency and the requirements of the stores and other outlets. Stores have been opened in new locations and improved positions have been found for many established units. Major shopping centers and numerous high-traffic roadside locations have attractive Thom McAn or Miles family shoe stores.

Melville has placed emphasis this past year on the development of leased family shoe departments in discount stores. Forty-two such departments are in operation under the name Meldisco. This diversification of methods of retailing is in keeping with the policy of following the country's shifting shopping patterns, population increase and buying preferences.

In 1962 Melville will install a major computer system which will considerably improve merchandising and accounting procedures. In addition, the Corporation has made a special study of warehousing and anticipates a program of realignment for cost reduction and improved service to customers.

The soft-goods industry at retail experienced an unsatisfactory year throughout, in spite of the optimistic forecasts of early 1961. Consumers, by and large, we believe, were more value conscious and made fewer non-essential purchases than in the recent past.

The wisdom of the basic policy of Melville Shoe Corporation — building shoes to a clear-cut standard of quality rather than shifting quality to meet predetermined prices — has proved itself one of the major factors in the company's growth and success. The holding of retail price increases to an absolute minimum through improved procedures and better methods and techniques will continue to gain favorable attention from dollar-conscious consumers. This policy not only permits us to remain strongly competitive but aids the national economy in holding the line against price inflation.

Approximately 81% of the company's voting shares were represented in person or by proxy at the annual meeting in 1961. This representation is an indication to management of the active interest which shareholders take in the Corporation. The 1962 annual meeting will be held at 10:00 A.M. on Tuesday, April 10, 1962, at the offices of the company, 25 West 43rd Street, New York. Shareholders are urged to attend the meeting in person. Melville management is always glad to receive comments from shareholders and welcomes any opportunity to provide more information concerning its operation.

HIGHLIGHTS—*Melville Shoe Corporation and subsidiary companies*

	1961	*1960*	*Percent Change*
Sales:			
Store	$161,940,035	$157,670,480	+ 2.7
Other	36,586,525	40,984,940	–10.7
Total Sales	198,526,560	198,655,420	– 0.1
Net Sales	165,867,317	161,594,237	+ 2.6
Earnings before Federal Taxes	10,350,209	10,987,620	– 5.8
Net Earnings:	5,464,209	5,976,620	– 8.6
as percent of Total Sales	2.75%	3.01%	
as percent of Net Sales	3.29%	3.70%	
Earnings Per Share of Common Stock	1.74	1.92	– 9.3
Taxes — Federal, State and Local	9,232,226	8,510,580	+ 8.5
Taxes — Per Share of Common Stock	3.31	3.05	+ 8.5
Dividends on Common Stock	4,464,730	4,255,495	+ 4.9
Dividends Per Share of Common Stock	1.60	1.52½	+ 4.9
Wages and Compensation	39,618,572	40,028,701	– 1.0
Cash	14,183,269	17,331,174	–18.2
Inventories	33,163,038	29,883,895	+11.0
Total Current Assets	50,431,773	50,114,106	+ 0.6
Total Current Liabilities	14,323,409	13,496,197	+ 6.1
Net Working Capital	36,108,364	36,617,909	– 1.4
Ratio of Working Capital	3.52	3.71	– 5.1
Capital Additions and Improvements	3,508,586	4,409,129	–20.4
Depreciation	3,813,566	3,642,821	+ 4.7
Property, Plant, Equipment at Cost	44,694,908	41,599,614	+ 7.4
Property, Plant, Equipment and Leasehold Improvements, Net	17,142,784	16,475,344	+ 4.1
Total Shareholders' Equity	36,768,478	36,774,772	– –
Number of Stores	1,212	1,156	+ 4.8
Number of Employees	8,784	9,059	– 3.0

Thom McAn Shoe Company

Offices:

Executive: 25 WEST 43rd STREET, NEW YORK 36, N. Y.
Accounting: 44 HAMMOND ST., WORCESTER 10, MASS.

Directors:

ROBERT C. ERB, *Chairman*
ROY S. FOGAS
WILLIAM GIRDNER
DAVID W. HERRMANN
DAVID B. MELVILLE
WARD MELVILLE
FRANCIS C. ROONEY, JR.
J. BRENT WELLS

Officers:

ROBERT C. ERB, *Chairman of the Board*
FRANCIS C. ROONEY, JR., *President*
ROY S. FOGAS, *Executive Vice-President*

- *Vice Presidents*

JAMES F. BARRY
ALFRED CLIFTON
EDWARD GORMAN
RICHARD H. McCARTHEY
LAWRENCE E. McGOURTY
WILLIAM H. MUCKLEY
JOHN F. RIEFLER, JR.
J. FREDERICK ROSSELL
WILLIAM G. ROSSITER, JR.
WILLIAM J. SMITH

H. ALBERT BRODIN, *Treasurer*
FRANK SOKOL, *Controller*
DAVID B. MELVILLE, *Secretary*
HAROLD R WICKHAM, *Assistant Secretary*

Thom McAn continued to expand during 1961 – principally in the family shoe store business, selling men's, women's and children's shoes. Of the 873 stores in operation at the end of 1961, a total of 405 are family stores and 468 sell exclusively men's and boys' shoes, hosiery and accessories. Thom McAn is still – by far – the largest selling brand of men's shoes in the country. New records were established in the sale of "Mr. Thom" shoes for women, as well as "Pollyanna" children's shoes.

Thom McAn maintained its policy of focusing on the popular price field, which it has followed since its inception. Men's shoes range from $7.99 to $12.95; women's shoes sell from $3.99 to $8.99; boys' shoes from $3.99 to $6.99; and girls' shoes from $2.99 to $5.99.

Specialty salesmen sell a line of steel-toe safety work shoes directly to plants and factories from coast to coast as well as in a selected group of Thom McAn retail stores in industrial areas. In addition, merchandise is distributed through domestic and foreign accounts.

The growing shift in population to metropolitan suburbs is responsible for further expansion of retail distribution into Suburbia. This trend means more and more shopping-by-car in family groups and the new Thom McAn stores are designed to keep pace with the changing scene and serve the new way of life.

At the same time, important shoe business remains to be done in downtown neighborhoods. Thom McAn continually re-evaluates downtown locations, relocating and modernizing stores in order to serve its customers best and in order to do a maximum volume.

As in the previous year, 1961 was a period in which Thom McAn continued to set the standard in men's and boys' shoe fashions. The "trim and tapered" look in these shoes has been shown in Thom McAn windows throughout the year. For the second consecutive year, the "Romas," a light-weight shoe styled along Italian lines, first introduced here by Thom McAn, have been an outstanding success. This concept of shoes has given Thom McAn a leadership in the goal of lighter, trimmer and more flexible men's footwear. Traditional styles, of course, always are available in all stores. Carrying the men's styling into our serviceable "Double Play" boys' shoes is receiving ever increasing acceptance with the fashion-conscious youngsters of today.

As part of the over-all program, a great deal of the promotional effort during the year was concentrated on teenagers, where the per capita consumption of shoes far exceeds that of any other age level. This younger age group has become increasingly aware that "New Ideas in Shoe Ideas Are at Thom McAn." The company has developed many style innovations to keep young Americans increasingly aware of its efforts in their behalf.

In the women's and girls' shoe field, both styling and quality were keyed to the fashion-conscious and the mass middle-of-the-road market. New "Mr. Thom" lasts, developed during 1961, were geared to attract the greatest possible potential in all retail areas. The new line of "Career Girl" shoes, designed to satisfy a market not heretofore covered in our women's line, has proved to be a welcome addition for our customers seeking these types and this line will be strengthened. The "Pollyanna" line of girls' shoes once again reached its greatest pair sales in our history.

In its promotional effort during 1961, Thom McAn used radio, and local television advertising in selected areas in addition to its basic pattern of large-scale newspaper advertising in all major markets. The commercials stressed the theme "New Ideas in Shoe Ideas Are at Thom McAn."

As in past years, two continuing programs among the nation's high schools – the Thom McAn Football Trophy and Scholarship, and the Thom McAn Leadership Awards – again attracted a record number of students. And again the Thom McAn Historical Shoe Collection was featured in a number of newspaper stories.

During 1961 two important sales-training programs

Thom McAn
Thom McAn
Thom McAn

were instituted and already have shown significant results in stores through documented improvement in sales. One of the programs deals with tangible factors of store appearance, maintenance and operation, and the other is concerned with newly defined standards of professional salesmanship and customer service. The 4,000 employees under the Thom McAn banner are continually reminded of the aim and ambition to have customers consider Thom McAn a friendly, capable progressive organization. It is dedicated to sound and profitable growth through the development of repeat business based on superior service and unquestioned value.

During the year, a total of 46 people were welcomed into the Thom McAn Retail Quarter Century Club, which now numbers 498.

Many organizational changes occurred during the year. Francis C. Rooney, Jr., became President, succeeding Lester R. Fallon, who reached retirement age, and Roy S. Fogas was named Executive Vice President. In a further effort to improve operating efficiency and to streamline channels of communication, the market was divided into three geographic regions, with a vice president (newly created) assuming total operating responsibility for each region. These regional Vice Presidents are James F. Barry, Richard H. McCarthey and John F. Riefler, Jr.

Melville Realty Company, Inc.

Directors:

A. C. BLUNT 3rd
H. ALBERT BRODIN
DAVID B. MELVILLE
ARTHUR PAAR
FRANCIS C. ROONEY, JR.
THOMAS S. ROTHWELL

Officers:

A. C. BLUNT 3rd, *President*
• *Vice Presidents*
FRANCIS H. GLEASON
RICHARD S. MAGEE
SPENCER D. OETTINGER
THOMAS S. ROTHWELL

H. ALBERT BRODIN, *Treasurer & Assistant Secretary*
DAVID B. MELVILLE, *Secretary*
FRANK SOKOL, *Assistant Treasurer*
• *Assistant Secretaries*
NAT ANTLER • BERTHA K. SMITH • HAROLD R. WICKHAM
ARTHUR PAAR, *Special Consultant*

RETAILING . . .

John Ward Men's Shoes

Established in 1896, the company's original chain, John Ward Men's Shoes was founded by Frank Melville, Jr., and named after his son, the present Chairman of the Board of Melville Shoe Corporation. The eleven stores now comprising this chain cater to men in Manhattan, Bronx, Brooklyn, Queens and Nassau, N. Y., in Newark, N. J., and Philadelphia, Pa.

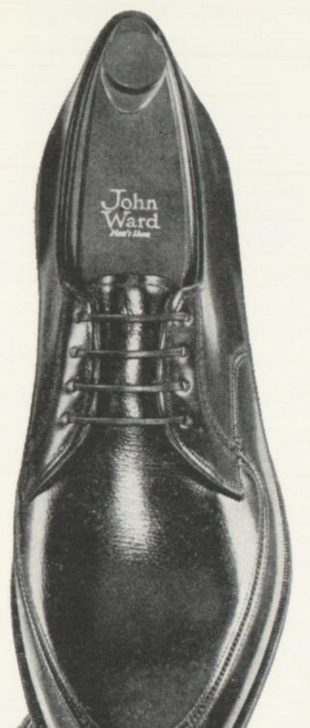
John Ward shoes cover a range of prices from $10.95 to $34.95. The higher range of prices from $25.95 up are merchandised in selected stores which require shoes in such brackets.

All of the John Ward merchandise is purchased from independent sources with whom the Corporation maintains very close relations.

Sales of shoes at the higher prices, particularly Mastershoes, continue to gain both in pair sales and percentagewise to total sales. Our advertising program which was based completely on this group of shoes during the fall, undoubtedly had a bearing on this increase. It is our intention to continue this program through the coming Easter season.

The Continental influence on men's clothing continues, but the shoe style trend is slowly changing to somewhat wider toes and slightly heavier soles. Black upper leathers and the darker shades of brown are most popular and no change is expected in the season ahead since most all suitings are in the more somber tones.

To strengthen our competitive position in Newark a new store was opened on Broad Street in a most desirable location opposite the Prudential Life Insurance Building. Sales in the new store since its opening have shown appreciable increases even in excess of expectations.



John Ward
Men's Shoes
John Ward
Men's Shoes

John J. Gavin

Executive Offices:

26 EAST 42nd ST., NEW YORK 17, N. Y.

Directors:

WARD MELVILLE, *Chairman*
H. ALBERT BRODIN
ROBERT C. ERB
JOHN J. GAVIN
DAVID B. MELVILLE

Officers:

WARD MELVILLE, *Chairman of the Board*
JOHN J. GAVIN, *President*
DAVID B. MELVILLE, *Vice-President & Secretary*
H. ALBERT BRODIN, *Treasurer*
HAROLD R. WICKHAM, *Assistant Secretary*

Miles Shoes

Executive Offices and Warehouse:
459 WEST 59th STREET, NEW YORK 19, N. Y.

Directors: MURRAY M. ROSENBERG, *Chairman*
NAT ANTLER
KENNETH K. BERLAND
MEYER BOGORFF
ROBERT C. ERB
ARTHUR B. GOLD
DAVID W. HERRMANN
SPENCER D. OETTINGER
ALFRED L. ROSE
MILES ROSENBERG
SAMUEL H. ROSENBERG

Officers: MURRAY M. ROSENBERG, *Chairman of the Board*
SPENCER D. OETTINGER, *President*
SAMUEL H. ROSENBERG, *First Vice President*
KENNETH K. BERLAND, *Vice President & Treasurer*
- *Vice Presidents*
NAT ANTLER
SYLVAN BANE
MEYER BOGORFF
ARTHUR B. GOLD
NICHOLAS G. KUHN
VINCENT STURNIOLO

MILES ROSENBERG, *Secretary*

At the end of 1961 there were 286 Miles family shoe stores located in the eastern part of the United States. With its considerable number of stores in the New York City metropolitan vicinity, Miles is by far the largest family shoe name in the area and during the year continued to maintain its dominant family-store position in the largest concentration of population in the country. Sixteen new stores were opened, one store was closed and three stores were relocated. Miles, originally established in 1917, became a division of Melville Shoe Corporation in October 1952.

All Miles shoes are in popular price ranges. Women's shoes are priced from $2.99 for flats up to $7.99 for high-heeled shoes; men's shoes range from $5.99 for leisure types to $12.95 for the Ambassador grade; boys' and girls' shoes are from $2.99 to $6.99 under the Milestride label.

The policy of Miles has been to open new stores in suburban areas and in continuing strong local shopping areas of metropolitan New York. In downtown locations in small cities and towns – affected by a chang-

ing pattern of retail distribution – Miles is renewing leases for short terms. This policy allows the maintenance of a flexible position as retail conditions continue to change. Since the major portion of Miles business is concentrated in the New York City metropolitan area where local shopping conditions continue to be the retail pattern, Miles expects these stores to maintain satisfactory volume in the foreseeable future.

In November 1959 an experimental, self-service leased shoe department was opened in a discount department store. During the year 1961, under the name of Meldisco, 41 similar leased departments were opened throughout the country and became established as an important factor in this market. The Meldisco operation has taken the lead in raising the standards, not only in self-service presentation, but in the quality of the merchandise offered at discounted prices. It is expected that 1962 will witness the continued rapid expansion of this method of retail distribution throughout the country. Miles experience has shown that popular price family shoe stores in suburban shopping areas will continue to be compatible with this new form of distribution.

Miles has added a strong teenage radio program to its advertising which is predominantly carried in metropolitan New York newspapers.

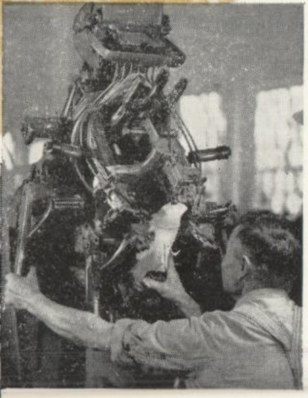
With its strong position in metropolitan markets, continued expansion into new shopping areas and accelerated expansion of the Meldisco operations, Miles looks forward to 1962 with confidence in reaching an even broader range of the consumer market.

Effective early in January, 1962, there were major executive changes in the division. Spencer D. Oettinger was elected President of the Miles Shoes Division. He had been Executive Vice President of Miles with which he has been associated since 1936. Mr. Oettinger succeeds Murray M. Rosenberg who was President and Chairman of the Board. Mr. Rosenberg will continue as Board Chairman of Miles and Chairman of the Executive Committee of Melville Shoe Corporation.

M
MILES
M
MILES

MANUFACTURING...

J. F. McElwain Company . . . . .



Factories:

NASHUA, N.H. (4), MANCHESTER, N.H. (5), ATHOL, MASS. (1)

Offices:

103 TEMPLE ST., NASHUA, N. H.
10 HIGH ST., BOSTON 10, MASS.

Directors:

JOHN R. DeWITT
ROBERT C. ERB
RANDALL D. ESTEN
FRANCIS H. GLEASON
JAMES C. MACKAY
A. BYRON MANSFIELD
WARD MELVILLE
JOSEPH L. MERRILL
ROBERT A. T. NELSON
SEWARD M. PATERSON
RICHARD E. WEST

Officers:

FRANCIS H. GLEASON, *President & Treasurer*
RICHARD E. WEST, *Executive Vice President*

- *Vice Presidents*

JOHN R. DeWITT
JAMES C. MACKAY
SEWARD M. PATERSON

A. BYRON MANSFIELD, *Controller & Secretary*
RICHARD O. WASSON, *Assistant Controller*

The J. F. McElwain Company was responsible during the year for the planning, engineering and construction of a factory at Wilkesboro, N. C., for the Blue Ridge Shoe Company, a new division of Melville Shoe Corporation. The plant was completed in the fall of 1961. The McElwain Division inaugurated in October, a carefully pre-planned operator training program, and supplied all supervisor and instructor personnel. Blue Ridge promises to be a highly successful manufacturing facility.

Our Athol, Mass., factory was completely converted during the year from a combination of welt and cement constructed footwear to a completely cement unit. Though the cement method has been used for a number of years in the volume manufacture of women's footwear, it is a relatively recent innovation in men's types. At the present time our total facilities are evenly divided between these two processes.

Production of flexible, light-weight men's footwear continues at a high level, with constant introduction of new style features. In addition, we have undertaken production of men's handsewn shoes of various styles.

The division's sole leather supply plants are being consolidated and relocated in the interest of improved manufacturing efficiency. There have been many important installations of new shoemaking machinery both foreign and domestic, which have contributed to increased productivity and lower cost. We collaborate in research with all principal suppliers of shoe materials, components, and machines, and experiment with all known important new developments in these fields. Improvements in work transport systems or conveyors have made them more adaptable to shoe manufacture in recent years. New machinery, methods and constructions are constantly studied, with more accent on engineering and research than ever before in our history.

A new two-year labor contract was negotiated with the independent New Hampshire Shoe Workers' Union which represents the production employees in our New Hampshire factories. As a result of organizing efforts at our Athol plant by an AFL-CIO union, an election was held in December which resulted in a vote in favor of no union by a 2-1 margin.

Randall D. Esten, Treasurer, Clinton P. Wallace, Controller, and Agnes H. Fischer, Assistant Treasurer, retired during the year after 23, 31, and 38 years of service respectively. Their efforts over the years which total nearly a century have been of great value in the progress and success of the J. F. McElwain Company.

Offices and Factory:
SPRING STREET AND RIVER ROAD, WILKESBORO, N. C.

Directors:
ROBERT C. ERB, *Chairman*
FRANCIS H. GLEASON
ARTHUR B. GOLD
FRANCIS C. ROONEY, JR.
RICHARD E. WEST

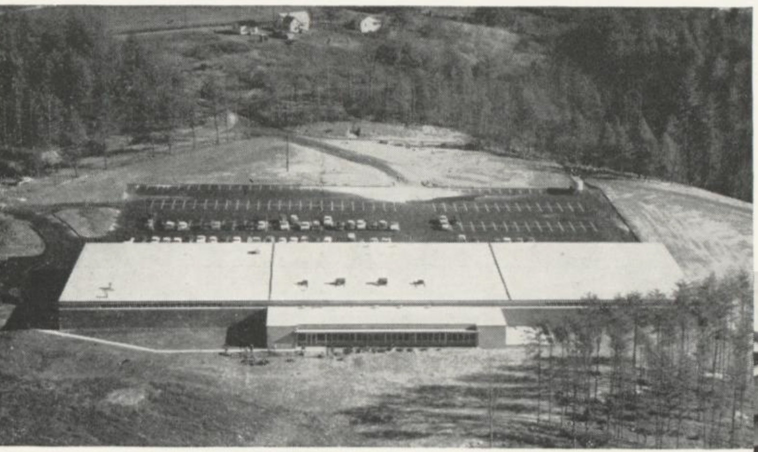
Officers:
ROBERT C. ERB, *Chairman of the Board*
FRANCIS H. GLEASON, *President*

- *Vice Presidents*

MICHAEL C. AHERN
CHARLES S. BRADLEY
JOHN R. DeWITT
RICHARD E. WEST

A. BYRON MANSFIELD, *Secretary & Treasurer*

. . . Blue Ridge Shoe Company


1

The Blue Ridge Shoe Company is the new manufacturing division of Melville Shoe Corporation, concentrating on the production of boys' and youths' footwear, principally for the Thom McAn and Miles stores. Cement process will be used in the attachment of a single unit sole-heel combination of a long wearing nuclear compound. This has proved to be a very economical method of construction since the sole-heel unit is pre-molded to finished form and does not require further treatment after attachment. At the present time we are planning the conversion of some production to polyvinyl chloride molded soles.

At our new factory in Wilkesboro, N. C., built to strict Melville specifications, we have the ultimate in efficient shoe production facilities. The 61,740 square foot plant was designed to afford the maximum in health and comfort to the working force with low maintenance cost, and to be a source of pride, as a physical structure, to the community. It is completely air-conditioned and its design permits the maximum flexibility in respect to changes in layout, machinery and production processes. The plant was dedicated on December 9, 1961 and is in operation.

Managerial guidance is being supplied by the McElwain division, which also supplied the corps of instructors which were necessary during the training period. The community is possessed of an ample supply of capable young people anxious and able to work in this factory. Production is being increased rapidly to a rate of 5000 pairs daily by the end of 1962 and ultimately will reach 6000 to 7000 pairs daily.

2

3

1. *An aerial view of our factory showing office wing in foreground and ample parking space behind.*

2. *The Chairman of the Board of Directors, on the left, and the President on dedication day with the offices in background.*

3. *Congressman Ralph J. Scott addressing the visitors and employes at the dedication ceremonies.*

MELVILLE SHOE CORPORATION

STATEMENT OF CONSOLIDATED FINANCIAL

ASSETS	*1961*	*1960*
Current assets:		
Cash	$ 14,183,269	$ 17,331,174
Accounts receivable, less provision for possible losses	1,525,046	916,350
Inventories, at lower of cost (approximately 17% valued at lifo) or market	33,163,038	29,883,895
Prepaid expenses	1,283,385	1,508,296
Land and buildings under construction, at cost, covered by agreements for sale and leaseback	277,035	474,391
Total current assets	50,431,773	50,114,106
Property, plant, equipment and leasehold improvements, at cost	44,694,908	41,599,614
Less accumulated depreciation and amortization	27,552,124	25,124,270
	17,142,784	16,475,344
Unamortized debt discount and expense	271,536	285,843
	$ 67,846,093	$ 66,875,293

See accompanying notes to financial statements.

and subsidiary companies

CONDITION AS OF DECEMBER 31, 1961 WITH COMPARATIVE FIGURES FOR 1960

LIABILITIES	*1961*	*1960*
Current liabilities:		
Accounts payable and accrued expenses	$ 10,282,084	$ 9,501,459
Federal income taxes	3,965,325	3,921,738
Current installment on long-term debt	76,000	73,000
Total current liabilities	14,323,409	13,496,197
Long-term debt:		
4⅞ % Debentures, due 1980 (note 1)	12,000,000	12,000,000
3½ % Promissory Note, due 1984, payable in quarterly installments	2,489,000	2,565,000
	14,489,000	14,565,000
Provision for retirement payments	1,025,559	918,924
Deferred Federal income taxes, applicable to accelerated depreciation deducted for tax purposes	1,239,647	1,120,400
Shareholders' equity:		
Capital (note 2):		
Preferred stock:		
Series A, $4.75 dividend	1,606,800	2,030,000
Series B, $4.00 dividend	13,193,900	13,952,300
Common stock (note 3)	12,100,481	11,905,813
	26,901,181	27,888,113
Retained earnings at end of year (approximately $9,465,000 free of restrictions pertaining to dividends)	10,162,962	9,763,566
	37,064,143	37,651,679
Less cost of preferred shares held in treasury	295,665	876,907
Total shareholders' equity	36,768,478	36,774,772
	$ 67,846,093	$ 66,875,293

Commitments and contingent liabilities (notes 1, 3 and 4)

MELVILLE SHOE CORPORATION

STATEMENT OF CONSOLIDATED EARNINGS AND RETAINED EARNINGS

Year ended December 31, 1961 with comparative figures for 1960

	1961	*1960*
Sales:		
Stores	$161,940,035	$157,670,480
Factories and warehouse	36,586,525	40,984,940
Total sales	198,526,560	198,655,420
Less inter-division sales	32,659,243	37,061,183
Net sales	165,867,317	161,594,237
Cost of sales and store operating, selling general and administrative expenses (exclusive of following deductions)	150,356,695	146,334,240
	15,510,622	15,259,997
Deduct:		
Depreciation and amortization	3,813,566	3,642,821
Employees' retirement plans	498,480	428,118
Interest charges	921,306	554,744
	5,233,352	4,625,683
	10,277,270	10,634,314
Other income – net	72,939	353,306
Earnings before Federal taxes	10,350,209	10,987,620
Provision for Federal income taxes	4,886,000	5,011,000
Net earnings	5,464,209	5,976,620
Retained earnings at beginning of year	9,763,566	8,656,949
	15,227,775	14,633,569
Deduct cash dividends paid:		
Preferred stock, Series A, $4.75 a share	75,727	77,916
Preferred stock, Series B, $4.00 a share	524,356	536,592
Common stock, $1.60 a share; 1960 $1.52½ a share	4,464,730	4,255,495
	5,064,813	4,870,003
Retained earnings at end of year	$ 10,162,962	$ 9,763,566

See accompanying notes to financial statements.

and subsidiary companies

Notes to Financial Statements

1. The indenture relating to the 4⅞% Debentures requires the Company to make minimum annual sinking fund payments to the Trustee for each of the years 1963 to 1979, inclusive, in an amount sufficient to redeem $600,000 principal amount of debentures. The Company may use debentures redeemed to satisfy sinking fund requirements.

2. Capital stock consists of the following:

Cumulative preferred stock, par value $100 a share, issuable in series:	
Authorized, 248,800 shares.	
Issued:	
Series A, $4.75 dividend (redeemable at $100 plus accrued dividends), authorized and issued, 16,068 shares (including 312 shares in treasury)	$ 1,606,800
Series B, $4.00 dividend (redeemable from $103 after December 1, 1960 to $100 after December 1, 1966, plus accrued dividends in each case), authorized and issued, 131,939 shares (including 3,190 shares in treasury)	13,193,900
	$14,800,700
Common stock, par value $1 a share:	
Authorized, 3,500,000 shares; issued and outstanding, 2,790,458 shares (note 3)	12,100,481
	$26,901,181

Common stock includes additional capital amounting to $9,066,897 which arose from conversion of 4% preferred shares into shares of common stock prior to redemption of the 4% preferred shares in February 1950 and is included in common stock capital in accordance with statutory requirements. Capital surplus of $243,126 arising from purchases at less than par value and subsequent retirement of shares of Series A and B preferred stock and of certain shares of Miles Shoes Incorporated is also included in the common stock account.

3. Under the Company's restricted stock option plan, options were granted in 1956 to two officers to purchase 10,000 shares each of common stock of the Company at a price of $31⅜ per share, which was the market value on the date the options were granted. Each of the options, which expire on the earlier of March 31, 1966, or within three months after the termination of employment, are exercisable, cumulatively, at the rate of 2,000 shares per year. None of the options has been exercised.

4. At December 31, 1961, the total minimum annual rentals, payable under leases expiring after five years, was approximately $5,700,000. Leases covering about 75% of this amount expire on various dates within the next 15 years.

During the year 1961, store properties having a cost of approximately $1,180,000 were sold at a profit of approximately $75,000 (after taxes) and leased back on a long-term basis, with options to renew. The minimum annual rentals under these leases are included in the information in the paragraph above.

ACCOUNTANTS' REPORT

To the Board of Directors and Shareholders of Melville Shoe Corporation:

We have examined the statement of consolidated financial condition of Melville Shoe Corporation and subsidiary companies as of December 31, 1961 and the related statement of consolidated earnings and retained earnings for the year then ended. Our examination, which included all divisions and companies except the Miles Shoes Division and related subsidiaries (which are of major importance), was made in accordance with generally accepted auditing standards, and accordingly included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances. As regards the Miles Shoes Division and related subsidiaries, the accounts of which are incorporated in the accompanying consolidated financial statements, we have been furnished with the report of S. D. Leidesdorf & Co., Certified Public Accountants.

In our opinion, based on our examination and on the report referred to in the paragraph above, the accompanying statement of consolidated financial condition and statement of consolidated earnings and retained earnings present fairly the financial position of Melville Shoe Corporation and subsidiary companies at December 31, 1961 and the results of their operations for the year then ended, in conformity with generally accepted accounting principles applied on a basis consistent with that of the preceding year.

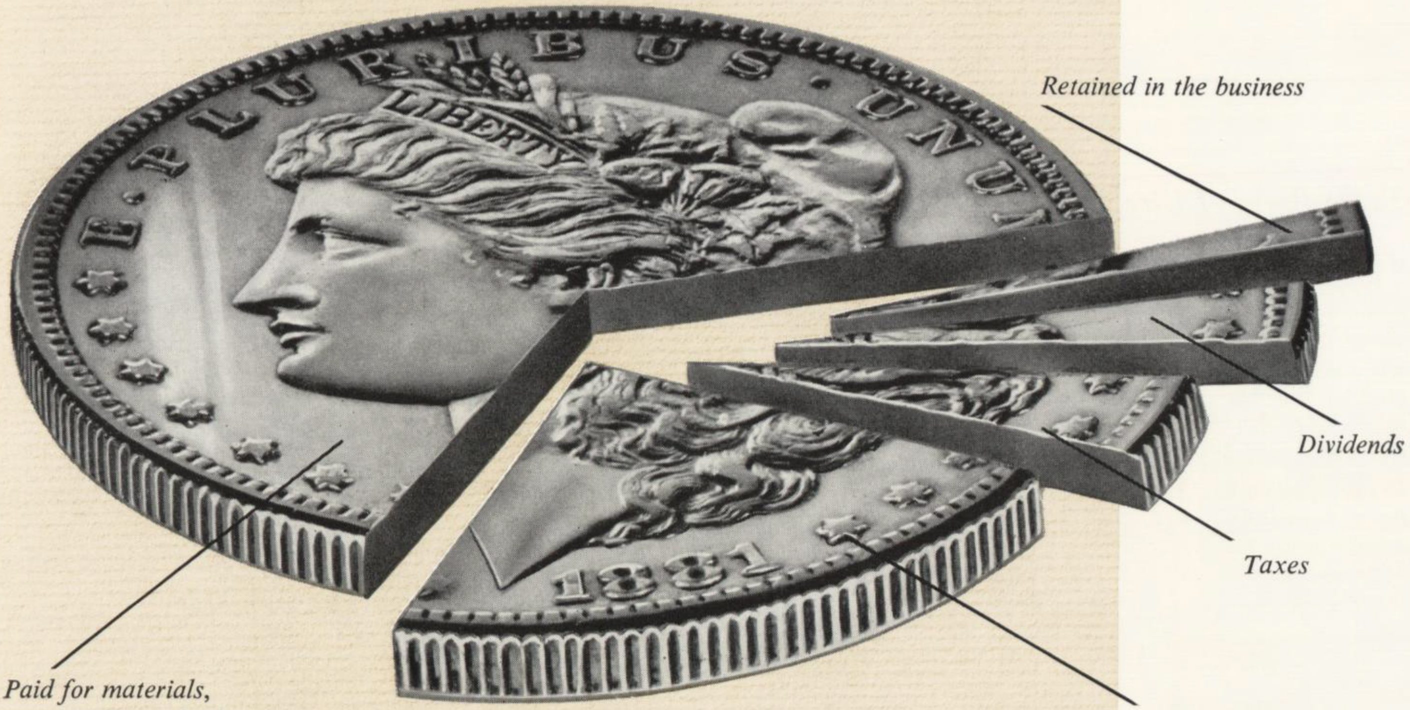
PEAT, MARWICK, MITCHELL & CO.
ACCOUNTANTS AND AUDITORS
SEVENTY PINE STREET
NEW YORK 5, N. Y.

March 3, 1962
New York, N. Y.

Distribution of Sales Revenue....

	1961	*1960*
Received from the sale of products	$165,867,317	$161,594,237
Paid for materials, merchandise and all expenses, exclusive of taxes and other amounts paid to or for the benefit of employees	111,552,310	107,078,336
Remainder	54,315,007	54,515,901
This was divided as follows:		
Wages and compensation	39,618,572	40,028,701
Taxes	9,232,226	8,510,580
Paid to shareholders or retained in the business	5,464,209	5,976,620

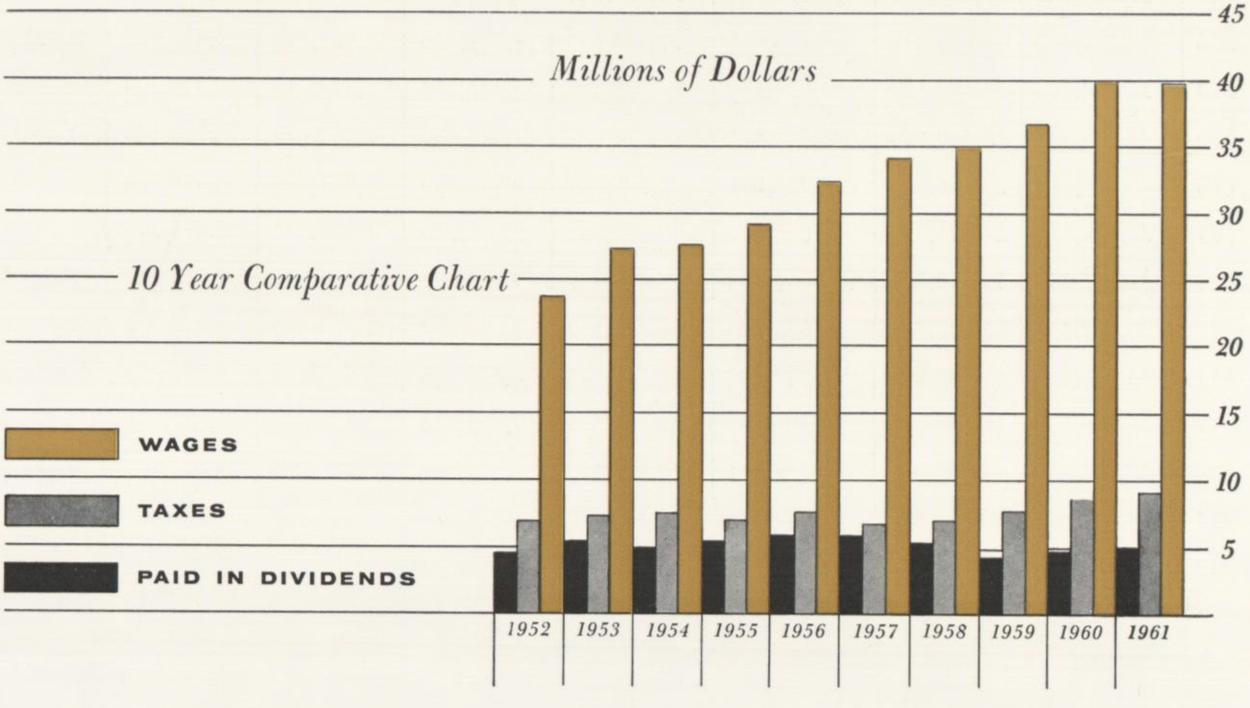
In 1961 after payment for materials, merchandise, taxes and other necessary expenses, 88% of the balance went to 8,784 employees and 12% was paid to the 22,000 shareholders or retained in the business.


Retained in the business
Dividends
Taxes
Paid for materials, merchandise and all expenses
Wages and compensation

ANALYSIS—*Wages, Taxes, Dividends . . .*

						Per Share of Common Stock			
	Net Sales	Net Income	% of Net Income To Net Sales	Taxes	Wages	Earnings	Dividends	Taxes	Wages
1961	$165,867,317	$5,464,209	3.29	$9,232,226	$39,618,572	$1.74	$1.60	$3.31	$14.20
1960	161,594,237	5,976,620	3.70	8,510,580	40,028,701	1.92	1.52½	3.05	14.34
1959	151,709,758	6,220,402	4.10	8,261,903	36,457,979	2.00	1.35	2.96	13.07
1958	136,436,124	5,565,782	4.08	7,453,337	35,014,142	1.76	1.55	2.67	12.55
1957	130,355,538	5,638,618	4.33	7,319,322	34,327,002	1.78	1.80	2.62	12.30

Federal, state and local taxes paid by the company and its subsidiaries in 1961 amounted to $9,232,226 which was equivalent to $3.31 per share of common stock outstanding. This represents only the taxes paid directly, and does not reflect the taxes which were already a part of the cost of goods and services purchased in the course of manufacturing and distributing merchandise. Thus a high proportion of the price of a pair of shoes – more than 20% – goes for taxes. This is an illustration of the sometimes forgotten fact that the country's present high tax burden is borne by everyone who purchases goods or services, and that any future increase in the tax load will be an increase in the burden on all families, whatever their status may be as direct tax-payers. Too widespread is the shortsighted view that everyone can get more and more from government at the expense of someone else. It should be clear that such an attitude is in direct opposition to the principles of personal freedom and initiative that have made this country what it is today. It should startle anyone to know that during the past 20 years Federal personal income tax collections have increased more than 3000%, while during the same period, total personal income of our people has risen only about 400%. It is fantastic that the tax bite now amounts to about 20% of our gross national product.

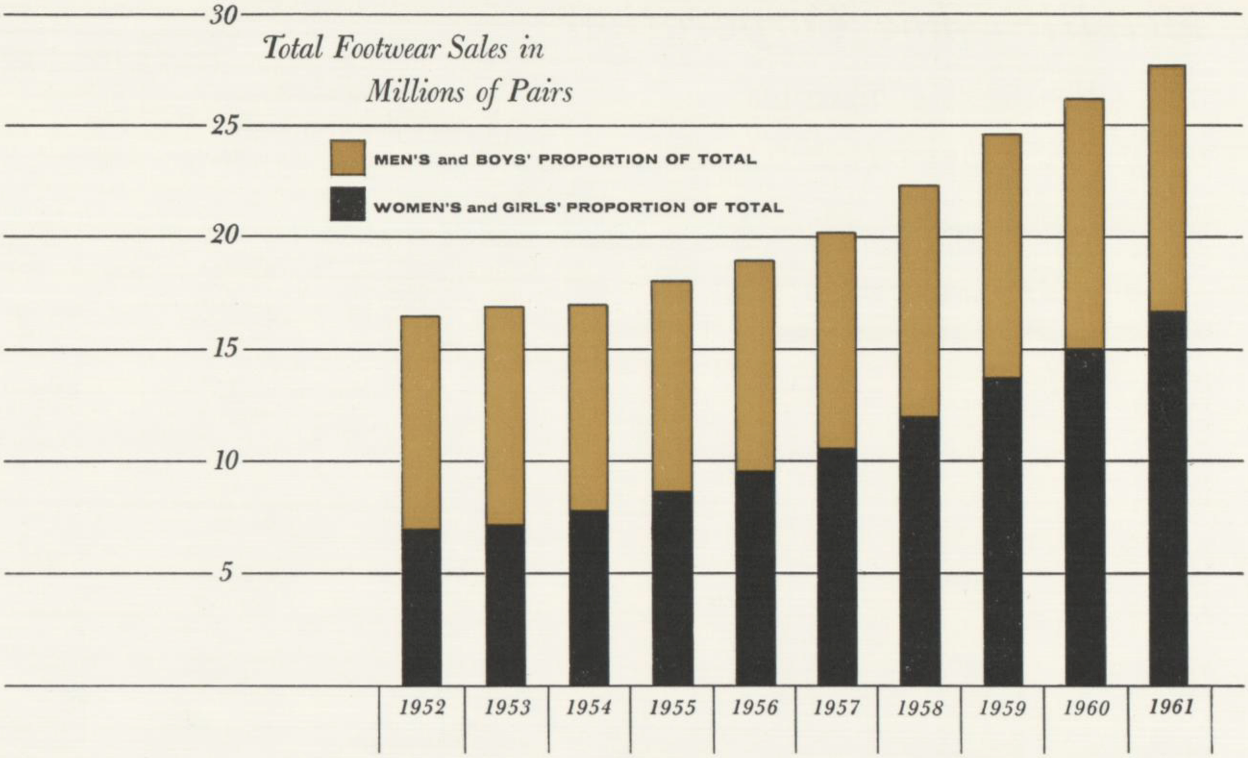


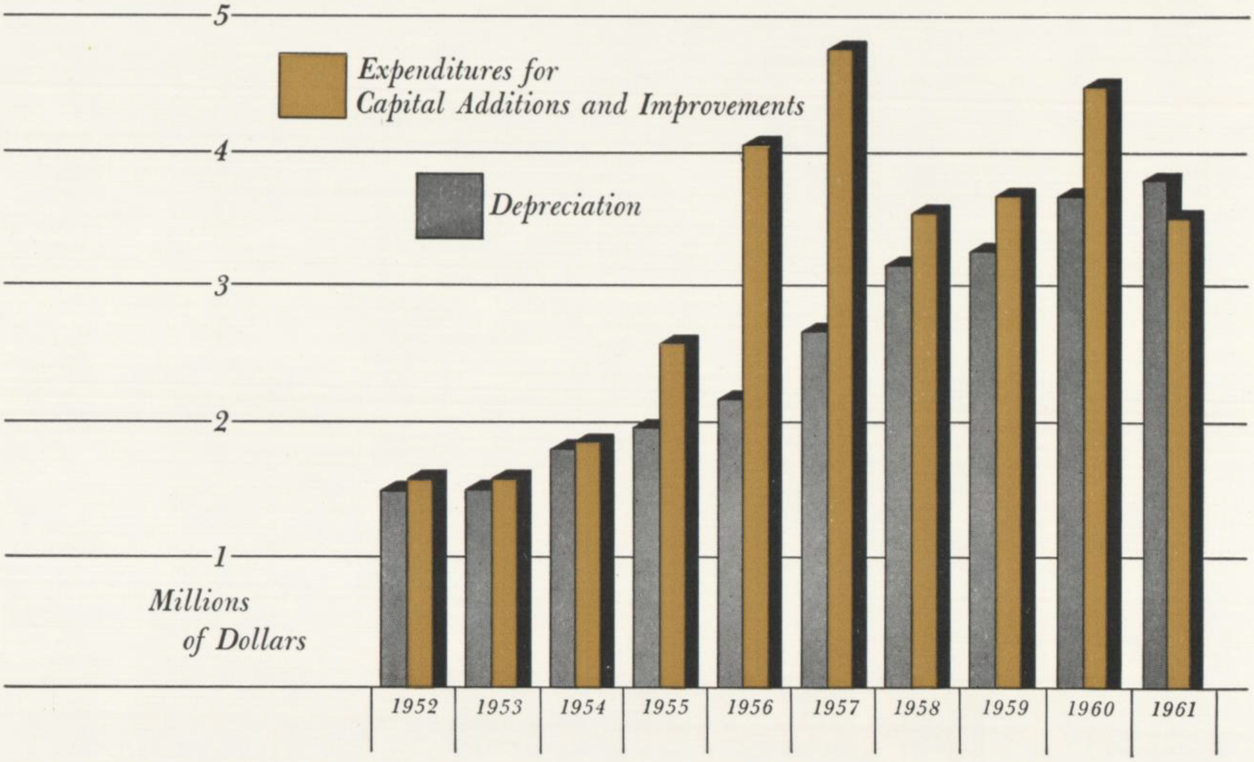
STATISTICAL RECORD *of Melville Shoe Corporation and Subsidiaries*

Year	Stores at Year-end	Store Sales	Factory and Warehouse Sales	Total Sales	Net Sales	Wages and Compensation	Taxes-All	Earnings before Federal Income and Excess Profits Taxes	Earnings After Taxes	Dividends Paid
1961	1,212	$161,940,035	$36,586,525	$198,526,560	$165,867,317	$39,618,572	$9,232,226	$10,350,209	$5,464,209	$5,064,813
1960	1,156	157,670,480	40,984,940	198,655,420	161,594,237	40,028,701	8,510,580	10,987,620	5,976,620	4,870,003
1959	1,110	145,279,253	42,594,071	187,873,324	151,709,758	36,457,979	8,261,903	11,421,402	6,220,402	4,416,326
1958	1,053	129,066,540	42,024,288	171,090,828	136,436,124	35,014,142	7,453,337	10,424,782	5,565,782	4,980,417
1957	1,018	122,076,438	44,381,086	166,457,524	130,355,538	34,327,002	7,319,322	10,489,518	5,638,618	5,681,063
1956	947	115,987,762	48,164,148	164,151,910	126,124,405	32,760,367	7,945,606	11,521,940	5,920,940	5,682,546
1955	886	106,721,861	44,391,068	151,112,929	114,495,706	29,778,832	7,644,740	11,210,272*	5,732,635*	5,124,946
1954	834	100,839,255	42,510,630	143,349,885	107,866,310	27,608,765	7,193,198	11,211,351	5,929,351	5,124,946
1953	794	99,551,584	45,613,054	145,164,638	108,870,972	27,327,473	6,962,746	10,933,798	5,732,798	5,124,943
1952	739	77,362,760	47,104,106	124,466,866	90,384,955	23,584,510	6,631,069	9,780,990	4,712,710	4,449,190
1951	577	71,075,477	54,847,259	125,922,736	92,740,699	21,052,294	7,228,010	10,456,529	4,669,369	4,212,803
1950	560	70,886,795	42,978,136	113,864,931	77,080,780	18,924,759	5,653,838	9,630,686	5,188,836	4,213,027
1949	560	71,864,212	43,292,986	115,157,198	78,028,920	19,258,854	4,640,645	9,099,339	5,538,010	4,094,286
1948	547	75,568,381	48,446,862	124,015,243	83,593,261	19,842,748	4,919,880	9,655,816	5,907,816	4,039,401
1947	519	71,992,773	48,566,594	120,559,367	77,145,950	18,747,576	4,971,733	9,437,690	5,419,690	3,686,212
1946	519	60,213,552	35,072,592	95,286,144	63,835,344	15,728,749	3,397,749	6,586,968	3,895,968	2,605,374
1945	536	41,216,792	34,956,285	76,173,077	56,846,202	14,038,031	3,008,300	4,631,577	2,400,907	2,309,018
1944	549	37,051,163	33,238,881	70,290,044	54,367,141	13,018,344	2,545,030	3,884,527	2,192,797	2,315,104
1943	556	39,238,096	29,288,336	68,526,432	51,564,039	11,778,538	2,985,542	4,674,122	2,452,069	2,315,137
1942	579	51,644,040	36,982,550	88,626,590	64,028,487	13,990,280	5,714,719	7,478,200	2,582,863	2,315,965
1941	659	46,653,910	28,588,553	75,242,463	51,359,632	11,982,680	2,789,468	4,753,348	2,924,275	2,542,354
1940	666	40,260,777	22,446,029	62,706,806	42,596,249	9,847,880	1,921,556	4,339,218	3,210,961	2,554,019
1939	663	38,326,853	21,721,707	60,048,560	40,873,780	9,913,010	1,625,112	3,873,292	3,141,161	2,404,514
1938	677	36,042,285	19,053,609	55,095,894	37,596,604	9,390,127	1,364,004	2,808,403	2,295,534	1,883,275
1937	690	38,155,438	22,199,736	60,355,174	39,377,533	9,976,537	1,335,660	3,344,873	2,801,695	2,896,674
1936	651	35,300,758	19,578,204	54,878,962	36,530,113	8,630,006	1,283,826	4,282,927	3,534,897	2,768,580
1935	609	30,355,524	16,947,267	47,302,791	31,420,675	7,765,484	871,106	3,477,078	3,001,984	1,744,450
1934	588	27,215,927	14,398,684	41,614,611	28,326,776	6,834,385	770,788	3,072,171	2,634,265	1,243,747
1933	535	21,112,783	10,631,665	31,744,448	22,499.867	5,367,621	592,982	2,345,562	2,069,059	930,139
1932	499	20,594,311	8,497,864	29,092,175	21,732,165	4,669,608	367,652	1,306,012	1,185,338	997,404

**Excluding non-recurring real estate profit.*

J. F. McElwain Company figures are included in all years; Miles Shoes figures are included from date of consolidation, Oct. 1, 1952.


30
25
20
15
10
5
Total Footwear Sales in Millions of Pairs
MEN'S and BOYS' PROPORTION OF TOTAL
WOMEN'S and GIRLS' PROPORTION OF TOTAL
1952
1953
1954
1955
1956
1957
1958
1959
1960
1961


5
4
3
2
1
Millions of Dollars
Expenditures for Capital Additions and Improvements
Depreciation
1952
1953
1954
1955
1956
1957
1958
1959
1960
1961

Stores of Melville Shoe Corporation

and subsidiary companies as of December 31, 1961

Thom McAn—873 stores *in 505 Cities in 45 States, District of Columbia and Commonwealth of Puerto Rico. Leased Departments (*). Agencies (**).*

Miles Shoes—286 stores *in 171 Cities in 15 States and the District of Columbia.*

Meldisco—42 departments *in 37 Cities in 17 States*

John Ward—11 stores—*Newark, N. J.—New York, N. Y.* (7)—*Philadelphia, Pa.* (2)—*Hempstead, N. Y.*

Thom McAn STORES:

ALABAMA(10)
- Birmingham (3)
- Florence
- Huntsville
- Mobile (2)
- Montgomery (2)
- Prichard

ARIZONA (8)
- Mesa
- Phoenix (5)
- Tucson (2)

ARKANSAS (1)
- Little Rock

CALIFORNIA (70)
- Alameda
- Alhambra
- Arcadia
- Buena Park
- Burbank
- Compton
- Costa Mesa
- Chula Vista
- Daly City
- East Los Angeles
- El Monte
- Fontana
- Fresno
- Fullerton
- Gardena
- Garden Grove
- Glendale
- Hayward
- Hawthorne
- Hollywood
- Huntington Park
- Lakewood
- Long Beach (2)
- Los Angeles (4)
- Modesto
- Mountain View
- Napa
- National City
- North Hollywood
- Norwalk
- Oakland
- Pacoima
- Palo Alto
- Pasadena
- Pomona
- Redwood City
- Reseda
- Richmond
- Riverside
- Sacramento (2)
- San Bernardino
- San Diego (5)
- San Francisco (3)
- San Jose (2)
- San Leandro
- San Mateo (2)
- Santa Ana (2)
- Santa Barbara
- Santa Monica
- Santa Rosa
- Torrance
- Van Nuys (2)
- Ventura
- West Covina
- Whittier

COLORADO (7)
- Colorado Springs
- Denver (4)
- Lakewood
- Westminster

CONNECTICUT (19)
- Bridgeport (2)
- Danbury
- Derby
- East Hartford
- Hamden
- Hartford
- Meriden
- Milford
- Middletown
- New Britain
- New Haven
- New London
- Norwich
- South Manchester
- South Norwalk
- Stamford
- Waterbury (2)

DELAWARE (2)
- Wilmington (2)

District of COLUMBIA (3)
- Washington (3)

FLORIDA (46)
- Bradenton
- Coral Gables
- Daytona Beach
- Fort Lauderdale (3)
- Gainesville
- Hialeah
- Homestead
- Jacksonville (6)
- Largo
- Key West
- Lakeland (2)
- Miami (8)
- Miami Beach
- Orlando (3)
- Panama City
- Pensacola (2)
- Sarasota
- St. Petersburg (3)
- Tallahassee (2)
- Tampa (4)
- West Palm Beach
- Winter Haven

GEORGIA (10)
- Albany
- Atlanta (2)
- Augusta (2)
- Columbus
- East Point
- Macon
- Rome
- Savannah

HAWAII (2)
- Honolulu (2)

IDAHO (1)
- Boise*

ILLINOIS (44)
- Berwyn
- Bloomington
- Chicago (23)
- Chicago Heights
- Danville*
- Decatur
- Glen Ellyn
- Harvey
- Hillside
- Joliet
- Kankakee
- Moline
- Morton Grove
- Mt. Prospect
- Norridge
- Peoria
- Quincy
- Rockford
- Rock Island
- Springfield
- Villa Park
- Waukegan

INDIANA (21)
- Anderson
- Elkhart
- Evansville
- Fort Wayne (3)
- Gary (2)
- Hammond (2)
- Indianapolis (5)
- Lafayette
- Marion
- Mishawaka
- Muncie
- Richmond
- South Bend

IOWA (2)
- Davenport
- Des Moines

KANSAS (1)
- Wichita

KENTUCKY (10)
- Ashland*
- Covington
- Lexington
- Louisville (4)
- Newport
- Owensboro
- Paducah

LOUISIANA (17)
- Alexandria
- Baton Rouge (3)
- Bossier City
- Gretna
- Lafayette
- Lake Charles (2)
- Metairie (2)
- Monroe
- New Orleans (4)
- Shreveport

MAINE (3)
- Lewiston
- Portland (2)

MARYLAND (22)
- Baltimore (10)
- Carney
- Cumberland
- Easton
- Forestville
- Frederick
- Glen Burnie
- Hagerstown (2)
- Pikesville
- Rockville
- Silver Spring
- West Hyattsville

MASSACHUSETTS (46)
- Attleboro
- Boston (11)
  - Allston
  - Boston (3)
  - Dorchester (2)
  - East Boston
  - Hyde Park
  - Roslindale
  - Roxbury
  - South Boston
- Brockton
- Cambridge
- Chelsea
- Everett
- Fall River
- Fitchburg
- Framingham
- Haverhill
- Holyoke
- Lawrence
- Lowell
- Lynn
- Malden
- Medford
- Natick
- New Bedford (2)
- Norwood**
- Peabody
- Pittsfield
- Quincy
- Salem
- Saugus
- Somerville
- Springfield (3)
- Stoneham
- Wakefield
- Waltham
- Woburn
- Worcester (3)

MICHIGAN (32)
- Adrian
- Ann Arbor (2)
- Battle Creek
- Dearborn
- Detroit (7)
- East Detroit
- Ferndale
- Flint
- Grand Rapids
- Hamtramck
- Inkster
- Jackson
- Kalamazoo
- Lansing (2)
- Lincoln Park
- Livonia
- Monroe
- Muskegon
- Oak Park
- Pontiac (2)
- Port Huron
- Saginaw
- Wyandotte

MINNESOTA (8)
- Bloomington
- Crystal
- Duluth
- Minneapolis (2)
- St. Paul (3)

MISSISSIPPI (7)
- Biloxi*
- Hattiesburg
- Jackson (2)
- Meridian
- Natchez
- Vicksburg

MISSOURI (20)
- Beverly Hills
- Kansas City (6)
- Kirkwood
- Maplewood
- St. Ann
- St. Joseph
- St. Louis (9)

MONTANA (1)
- Great Falls

NEBRASKA (2)
- Omaha (2)

NEW HAMPSHIRE (2)
- Manchester
- Portsmouth

NEW JERSEY (54)
- Asbury Park
- Atlantic City
- Bayonne
- Bergenfield
- Bloomfield
- Camden
- Clifton
- Dover
- East Brunswick
- Elizabeth
- Fords
- Hackensack (2)
- Harrison
- Hazlet
- Hoboken
- Irvington
- Jersey City (4)
- Linden
- Maple Shade
- Metuchen
- Middletown
- Morristown
- Mt. Ephraim
- Neptune
- Newark (4)
- New Brunswick
- North Arlington
- North Bergen
- Orange
- Paramus (3)
- Passaic
- Paterson
- Perth Amboy
- Plainfield
- Ramsey
- Red Bank
- Somerville
- Trenton
- Union (2)
- Union City
- Watchung
- Wayne
- West New York
- West Orange

NEW MEXICO (2)
- Albuquerque (2)

NEW YORK (145)
- Albany (2)
- Amsterdam
- Babylon
- Bay Shore
- Binghamton
- Buffalo (7)
- Cheektowaga
- Clarence
- Commack
- Dewitt
- Endicott
- Freeport
- Glens Falls
- Hempstead
- Hicksville
- Huntington (2)
- Ithaca
- Jamestown
- Kenmore
- Kingston
- Lake Success
- Levittown
- Lynbrook
- Manhasset
- Massapequa Park
- Massena
- Mount Vernon
- Newburgh
- New Hartford
- New Rochelle
- New York (84)
  - Manhattan (19)
  - Bronx (15)
  - Brooklyn (28)
  - Queens (19)
  - Richmond (3)
- Niagara Falls (2)
- Patchogue
- Peekskill (2)
- Plainview
- Port Chester
- Poughkeepsie (2)
- Rochester (2)
- Rockville Centre
- Roosevelt Field
- Schenectady
- Syracuse
- Tonawanda
- Troy
- Utica (2)
- Valley Stream
- White Plains
- Yonkers (2)

NORTH CAROLINA (12)
- Asheville
- Charlotte (2) (1*)
- Durham
- Greensboro
- High Point
- Jacksonville
- Raleigh
- Wilmington
- Winston-Salem (2)

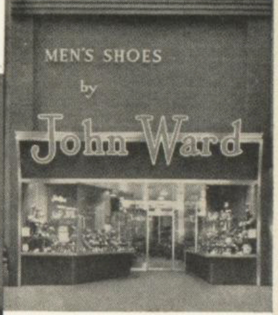
OHIO (60)
- Akron (2)
- Alliance
- Barberton
- Canton (2)
- Cincinnati (5)
- Cleveland (11)
- Columbus (7)
- Cuyahoga Falls
- Dayton (4)
- Euclid
- Fairborn
- Hamilton (2)
- Lima
- Lorain (2)
- Lyndhurst
- Mansfield
- Maple Heights
- North College Hill
- North Olmstead
- Norwood
- Parma Heights
- Portsmouth
- Sandusky
- Springfield
- Steubenville
- Tallmadge
- Toledo (3)
- Warren (2)
- Youngstown (2)

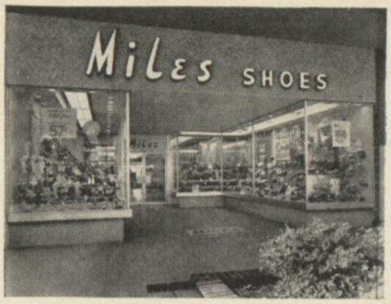
OKLAHOMA (5)
- Midwest City
- Oklahoma City (2)
- Tulsa (2)

OREGON (5)
- Portland (4)
- Salem

PENNSYLVANIA (60)
- Abington
- Allentown
- Altoona
- Baden
- Beaver Falls
- Braddock
- Bridgeville
- Chester
- Erie (2)
- Greensburg
- Harrisburg
- Hazleton
- Homestead
- Johnstown
- Langhorne
- Lemoyne
- Levittown
- McKeesport
- Monroeville
- Natrona Heights
- New Castle
- New Kensington
- Philadelphia (21)
- Pittsburgh (5)
- Pottsville
- Reading
- Scranton
- Sharon
- Shillington
- Uniontown
- Upper Darby
- Wilkes-Barre
- Woodlyn
- York (2)

Thom McAn
OPEN
FAMILY SHOE CENTER





Commonwealth of PUERTO RICO (8)
Bayamon
Carolina
Ponce (2)
Rio Piedras (2)
Santurce (2)

RHODE ISLAND (8)
Newport
Pawtucket (2)
Providence (2)
Westerly
West Warwick
Woonsocket

SOUTH CAROLINA (5)
Charleston
Charleston Heights
Columbia
Greenville
Spartanburg

TENNESSEE (6)
Chattanooga
Johnson City
Knoxville
Madison
Memphis (2)

TEXAS (47)
Austin (2)
Beaumont (2)
Brownsville
Corpus Christi (3)
Dallas (7)
El Paso (3)
Fort Worth (3)
Galveston
Houston (7)
Laredo
Lubbock
McAllen
Midland
Pasadena
Port Arthur
San Antonio (8)
Tyler
Victoria
Waco
Wichita Falls

UTAH (4)
Ogden
Provo
Salt Lake City (2)

VERMONT (1)
Burlington

VIRGINIA (16)
Alexandria
Annandale
Falls Church
Hampton
Lynchburg
Newport News
Norfolk (3)
Portsmouth (2)
Richmond (3)
Roanoke
Warwick

WASHINGTON (4)
Everett
Seattle
Spokane
Tacoma

WEST VIRGINIA (5)
Charleston
Clarksburg
Huntington
Parkersburg
Wheeling

WISCONSIN (9)
Appleton
Madison
Milwaukee (5)
Oshkosh
West Allis

Miles STORES:

ALABAMA (1)
Birmingham

CONNECTICUT (9)
Bridgeport
Danbury
East Hartford
Hamden
Meriden
Milford
South Norwalk
Stamford
Waterbury

DELAWARE (2)
Newark
Wilmington

District of COLUMBIA (3)
Washington (3)

FLORIDA (3)
Coral Gables
Jacksonville
Orlando

GEORGIA (1)
Marietta

MARYLAND (13)
Baltimore (4)
District Heights
Dundalk
Essex
Glen Burnie
Hyattsville
Laurel
Prince Georges
Rockville
Wheaton

MASSACHUSETTS (1)
Pittsfield

NEW JERSEY (63)
Asbury Park
Audubon
Bayonne
Belleville
Bergenfield
Bloomfield
Camden
Clifton (2)
East Paterson
Eatontown
Edison
Elizabeth
Englewood
Fairlawn
Hackensack
Hamilton
Hoboken
Irvington
Jersey City (7)
Levittown
Linden
Long Branch
Morristown
Newark (5)
New Brunswick
North Brunswick
Orange
Paramus
Passaic
Paterson
Pennsauken
Perth Amboy
Plainfield
Pompton Lakes
Raritan
Rahway
Ramsey
Red Bank
Somerville
South River
Springfield
Toms River
Trenton (2)
Union
Union City
Verona
Vineland
Watchung
West New York
West Orange
Westwood

NEW YORK (144)
Albany (3)
Amsterdam
Babylon (2)
Bay Shore
Bethpage
Centereach
Commack
Delmar
East Huntington
East Syracuse
Eggertsville
Elmira
Franklin Square
Freeport
Glen Cove
Glens Falls
Gloversville
Great Neck
Greenburgh
Hempstead
Hicksville
Kingston
Lake Success
Latham
Levittown (2)
Lynbrook
Mount Vernon
Middletown
Newburgh
New Cassel
New Hyde Park
New Rochelle
New York (87)
  Manhattan (21)
  Bronx (14)
  Brooklyn (28)
  Queens (22)
  Richmond (2)
Niagara Falls
Patchogue (2)
Peekskill
Plainview
Port Chester
Poughkeepsie
Riverhead
Rochester (2)
Roosevelt Field
Schenectady
Troy
Utica
Valley Stream
Wantagh
West Islip
West Seneca
White Plains
Yonkers (2)

NORTH CAROLINA (8)
Asheville
Charlotte
Durham
Greensboro
Hickory
Wilson
Winston-Salem (2)

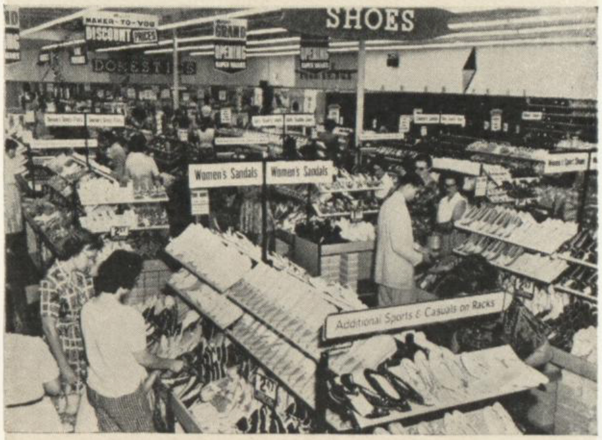
OHIO (10)
Cleveland (2)
Euclid
Maple Heights
Mayfield Heights
Medina
Parma (2)
University Heights
Willowick

PENNSYLVANIA (15)
Bethlehem
Broomal
Easton
Erie
Harrisburg
Havertown
Meadville
Norristown
Philadelphia
Pottsville
Scranton (2)
Wilkes-Barre
Williamsport
York

SOUTH CAROLINA (3)
Columbia
Florence
Greenville

TENNESSEE (2)
Chattanooga (2)

VIRGINIA (8)
Charlottesville
Clarendon
Danville
Falls Church
Harrisonburg
Lynchburg
Roanoke
Springfield



View of a typical Meldisco Department illustrating the attractively designed modern racks. All merchandise is on open display, either on racks of type shown above or on specially designed display tables. Details of rack design and table display are such as to facilitate self-selection, while giving customer extensive choice plus wide aisles to encourage shopping.

1961

forty-eighth Annual Report of the Melville Shoe Corporation